Customer Connection
The Voice for the Warfighter

Vol. 3 No. 1 March 2003

From the Director

We are very pleased to present this edition of the "Customer Connection," where we focus our staff's professional talents on you, our DISA customers.

Inside this issue you will find information on initiatives that will assist in meeting your mission objectives:

- Global Information Grid-Bandwidth Expansion (GIG-BE) that will vastly expand your telecommunications capabilities
- DISA's support to the Department of Homeland Security
- Global Command and Control System enhancements to meet combatant command missions
- International Standards Organization (ISO) 9000:2001 accreditation of our DISN services that will improve responsiveness
- A case study on how one warrior used DoD information systems during Operation Anaconda
- The transformational potential of Net-Centric Enterprise Services (NCES) -- a revolutionary way of providing real-time information on demand to the warfighter

As we publish this edition of the Customer Connection, our staff is also in the final stages of preparing for this year's Customer Partnership Conference in which we will meet with you to discuss transforming DoD information systems together.

Undoubtedly, our Customer Partnership Conference will be held during challenging times, as America's troops stand ready for follow-on action in the Middle East. On-time and accurate information in warfare are critical. The demand for information will continue to grow and we must ensure that those in harm's way have the information technology, bandwidth, and tools needed to succeed. As we meet in Alexandria, Virginia, March 25th to discuss initiatives such as GIG-BE, NCES, and Content Staging, our Nation's warriors must remain our primary focus. May God continue to bless them and the United States of America.

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Acquiring Bandwidth for the Warfighter

The Global Information Grid Bandwidth Expansion (GIG-BE) program is integral to achieving the transformational goals of Defense Secretary Donald Rumsfeld. The GIG-BE program is on its way to fulfill the vision of John P. Stenbit, the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I)) to support this transformation.

In Secretary Rumsfeld's words: " . . . possibly the single-most transforming thing in our force will not be a weapon system, but [will be] a set of interconnections and a substantially enhanced capability . . . " In the early days of the war on terrorism in Afghanistan, interconnections between two existing entities--the Air Force's Aerospace Expeditionary Force and the Army's Special Forces troops on the ground--were enhanced to achieve greater results (more precise targeting) than the Air Force or Army Special Forces could have achieved alone.

In a similar manner, DISA can achieve a substantially enhanced capability for command, control and communications by leveraging and expanding upon the existing global end-to-end information transport system, the Defense Information System Network (DISN).

The GIG-BE program will build on DISN to create an ubiquitous, secure, robust, trusted, ground-based network based on optical technology. It will focus on increased bandwidth and diverse physical access to allow users to get the information they need, when they need it, where they need it. GIG-BE will provide a transport system that delivers high speed classified and unclassified internet protocol (IP) services to key operating locations worldwide.

Mr. Stenbit's vision for the GIG-BE is a "color to every base," physically diverse network access, and optical mesh upgrades for the backbone network. A color to every base implies that every site would have an OC-192 (10 gigabits per second) dedicated to that site and be able to receive information from other sites' OC-192s.

More specific views of the GIG-BE program from the perspectives of governance, engineering, acquisition, and implementation follow.

From the governance perspective, the Acquisition Decision Memorandum (ADM) on GIG-BE (draft dated Oct. 2, 2002) from ASD(C3I) requires governance documentation to ensure adequate acquisition oversight to guide the GIG-BE information technology investment. ADM also designated the GIG-BE a Major Automated Information System (MAIS)-Acquisition Category (ACAT) 1AM program with ASD(C3I) as the Milestone Decision Authority (MDA). The governance and program documents required in the ADM reflect a streamlined approach to statutory and regulatory documentation requirements. On Sept. 9, 2002, initial versions of the governance documents were submitted to ASD(C3I), followed by submission of updated versions on Nov. 25, 2002.

From the engineering perspective, GIG-BE will provide increased bandwidth and diverse physical access to approximately 90 critical sites, identified by the Joint Staff and Office of the Secretary of Defense, in the Continental United States (CONUS), Pacific, and European theaters. They will be interconnected via an expanded GIG core. Projected mission needs of users, as well as DoD transformation efforts, require OC-192 bandwidth to these critical sites. Once operational, GIG-BE will provide a "bandwidth-available" environment rather than the current "bandwidth-constrained" environment.

Each site is characterized by its need for high bandwidth access and minimal latency in reaching far-end sites with data packets over physically diverse access pathways. GIG-BE design goals consider and mitigate the vulnerabilities of existing commercial networks.

From the acquisition perspective, DISA presented its acquisition strategy for the GIG-BE program to the DoD vendor community during a GIG-BE Industry Day on Oct. 11, 2002. DISA will leverage existing and new contracts to design, procure, implement, transition, operate, and maintain the GIG-BE infrastructure.

DISA will complete the fiber optic cable requirements for GIG-BE with strategies tailored for CONUS, the Pacific and Europe. Contractors will be responsible for the connection to the government node and installation and maintenance of government furnished amplifiers and regenerators.

DISA will procure its GIG-BE service delivery node equipment using the DISN Global Solutions (DGS) contract. The

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DGS contractor will competitively acquire equipment meeting the government's functional requirements' specifications and then install that equipment at each GIG-BE site globally.

DISA will acquire network management support services from its three existing DISN network management contracts, the DGS, and the DISN Network Management Support Services–Global (DNMSS-G) Network Engineering Contract and DNMSS-G Associate Support Contract.

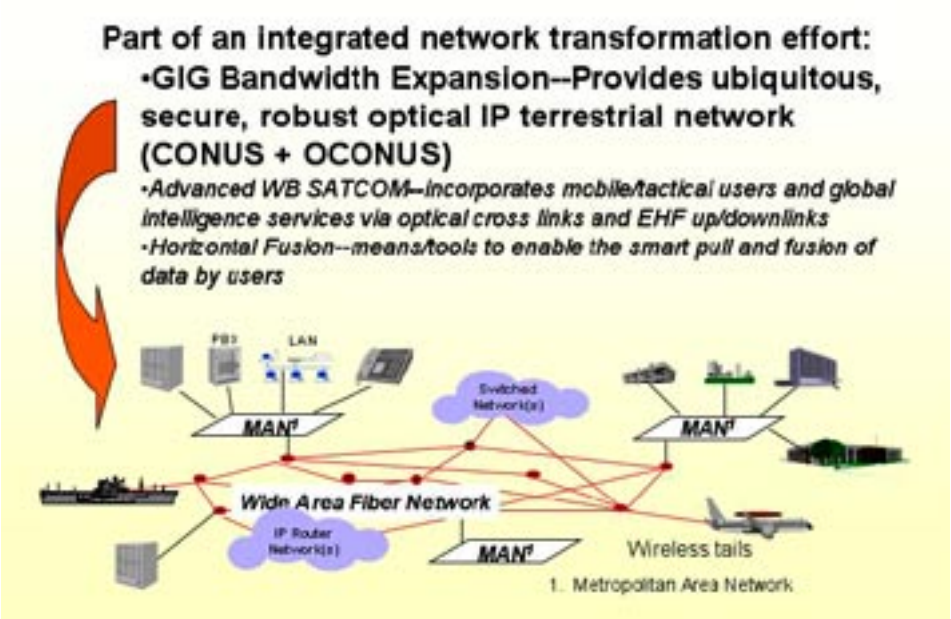
From the implementation perspective, initial preparations for implementation of the GIG-BE program are almost complete. Engineers have surveyed more than 100 primary and alternate GIG-BE sites worldwide and have collected details on current and planned base infrastructure, commercial demarcation points, and candidate locations for installation of service delivery nodes (SDN).

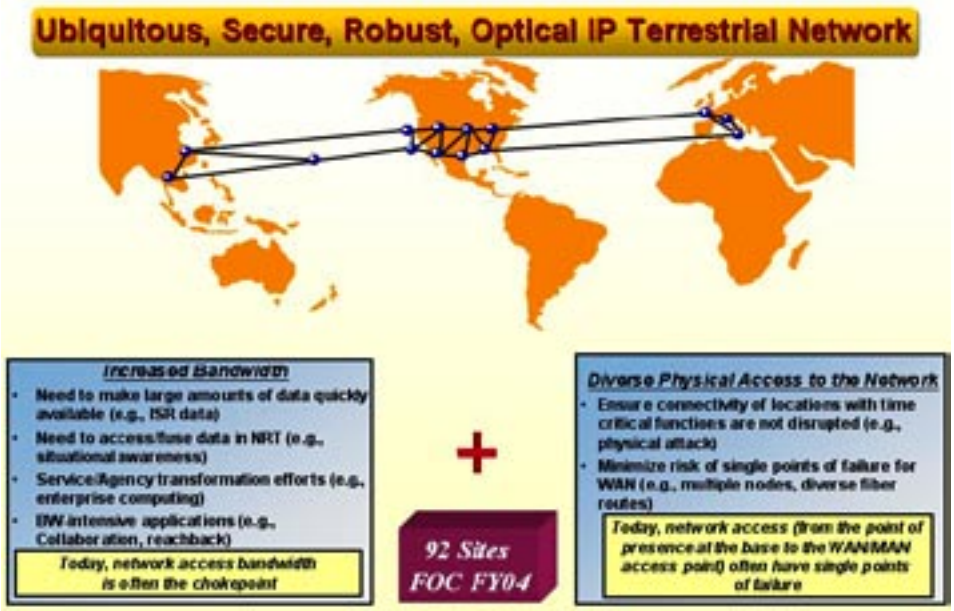
Studying the collected information, and working in coordination with the military services, agencies, and combatant commanders, the GIG-BE program office has been developing recommendations for the best placement of SDNs. Optimal placement is near key subscribers, ensures physical path diversity, and minimizes single points of failure.

The next steps toward GIG-BE implementation will occur early this year, with detailed site engineering visits to develop site coordination letters (SCLs). These documents will reserve equipment rack space and assign responsibility for the many supporting details (e.g., structural, electrical, air conditioning) necessary to complete implementation planning and ordering of materials. Actual installations should occur this fall. The sequence of these installations is still subject to network design considerations.

The GIG-BE program office is working with the defense and intelligence communities to implement the ASD(C3I) vision. With attainment of the GIG-BE, bandwidth will no longer be a constraint in our mission to support national defense requirements.

For more information, contact Cher Terry, (703) 882-0786, DSN 381.





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DISA Leads in the Net-Centricity Push

"The two truly transforming things, conceivably, might be in information technology and information operation and networking and connecting things in ways that they function totally differently than they had previously." Defense Secretary Donald Rumsfeld

In response to Defense Secretary Rumsfeld's transformation initiative, the Assistant Secretary of Defense for C3I, John P. Stenbit, is aggressively pursuing a new concept called "Net-Centricity." Achieving Net-Centricity requires much more than just standing up a communications network. Net-Centricity implies a significant change in the way DoD fights and operates. This new mode of behavior depends on making our networks far more intelligent than they are by adding global content and quality management capabilities. It also shifts power from the center to the edge of the network where users, not centralized information managers and planners, control who will get what data and when.

Net-Centricity is about empowering users to pull whatever information they think they need, whenever they want it, and wherever they are located with the assurance that the information is protected. With Net-Centricity, a globally interconnected user population can augment data generated by their own specialized decision support systems with information resources from countless other locations. Geographically dispersed users at all echelons can collaborate to identify battlefield issues and work out courses of action. Virtual teams of users can act in parallel vice sequentially, capitalizing on continual feedback loops to improve data quality and dramatically shorten decision-making cycles.

To achieve Secretary Rumsfeld's vision, DISA has developed Net-Centric Enterprise Services (NCES). NCES is the comprehensive infrastructure package required to transform DoD information systems in support of Net-Centric Warfare (NCW). It will allow data to be provided, limited only by policy in a secure environment. The shift in focus is from systems/platforms to ensuring data availability and awareness across DoD. NCES will be the service layer of the Global Information Grid (GIG) and is a major feature of the department's horizontal fusion vision. Enterprise-level services support all DoD functions, including those of the warfighter and other business functions.

NCES will absorb a number of existing programs and projects to include the Common Operating Environment (COE), Information Dissemination Management (IDM), Next Generation Information Exchange (NGIX), and the Defense Collaboration Toolset (DCTS). NCES will be closely coordinated with the Intelligence Community System for Information Sharing (ICSIS) to ensure seamless command, control, communications and intelligence (C3I) support for the warfighter and the Financial Management Modernization Program (FMMP) to support its enterprise architecture implementation.

The Net-Centric Challenge

Market forces and NCES-supplied usage metrics help determine DoD return on investments in information resources, and competition improves the quality of information products. Individual effectiveness is multiplied many times by the users' ability to efficiently find and access information on defense intranets. Users are specifically identified and recognized for the valuable inputs they provide. Net-Centricity is profoundly user-centric.

The users of Net-Centricity range across the entire defense enterprise--warriors and their commanders; civilian analysts and other support staff in areas such as logistics, finance and personnel; as well as national-level leadership. The Net-Centric environment recognizes that any user can be both a producer and a consumer of data. The consumers of data are frequently unknown to the producers, and it is assumed that any user may potentially need to know any defense-relevant information for which he is cleared.

Accordingly, the Net-Centric rule is to publish all information for access by authorized users unless there is a specific need to conceal it beyond the normal network-high security classifications. Data is posted to the network as soon as it is available to accelerate problem identification and resolution. Net-Centricity emphasizes that data posted for access by a wide audience prior to lengthy processing, and then rapidly followed-up, may be the critical link in providing warriors with early warning and in resolving issues that producers could not possibly be aware of in advance.

Defense information systems developers constitute another class of users in the Net-Centric environment. As in the operational environment, the process of acquiring new information capabilities will also be Net-Centric and enabled by NCES. For example, providing metadata registries on networks that bring eXtensible Markup Language (XML) and other data forms to every software developer's desktop allows effective reuse of data structures and formats, thereby saving time, reducing costs, and improving interoperability. Here again, competition for market share will result in better products, and many developers working with the same components can dramatically and rapidly improve software quality.

Netted Communities of Interest (COI) bring together users interested in data relating to particular mission areas, or who may need to create a team to resolve emergent problems. For example, there may be standing logistics and intelligence COI focused on highly detailed, granular data supporting their routine activities, or an "expedient" COI may be created to address near term, high priority problems such as rapid deployment in response to a contingency. These COI could draw membership from multiple standing communities and will take advantage of information cataloging and posting capabilities they have fielded, as well as the

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general purpose services NCES deploys at the enterprise level. There will be COI of developers working together to implement clusters of interoperable Net-Centric capabilities. All these communities will exploit Net-Centricity to connect and collaborate regardless of location or time.

NCES Core Enterprise Services

Delivering Net-Centricity requires a robust general-purpose infrastructure, called "Core Enterprise Services" (CES), as well as a selection of specialized infrastructures supporting various COI-specific capabilities. The NCES program is the vehicle for standing up the CES and piloting selected C2 and intelligence COI capabilities to demonstrate the feasibility of NCES. CES will support GIG-wide information sharing, information quality assurance, and information. Most notably, the CES will enable users to post information such that it can be located and accessed by any seat on the GIG using basic light clients as well as other appliances. The NCES Definition Study, completed in October 2002, calls out an initial set of services:

- Enterprise Services Management (ESM). End-to-end GIG performance monitoring, configuration management, and problem detection/resolution, as well as enterprise information technology resource accounting and addressing (e.g., for users, systems, devices).
- Messaging. Ability to exchange information among users or applications on the network [(e.g., Email, Defense Messaging System (DMS), Variable Message Format (VMF), United States Message Text Formatting (USMTF), Tactical Digital Information Links (TADIL), Message Oriented Middleware, AOL instant messenger, Wireless Services, Alert Services)].
- Discovery. Processes for discovery of information content or services that exploit metadata descriptions of network resources stored in directories, registries, and catalogs, includes search engines.
- Mediation. Services that help broker, translate, aggregate, fuse or integrate data/metadata.

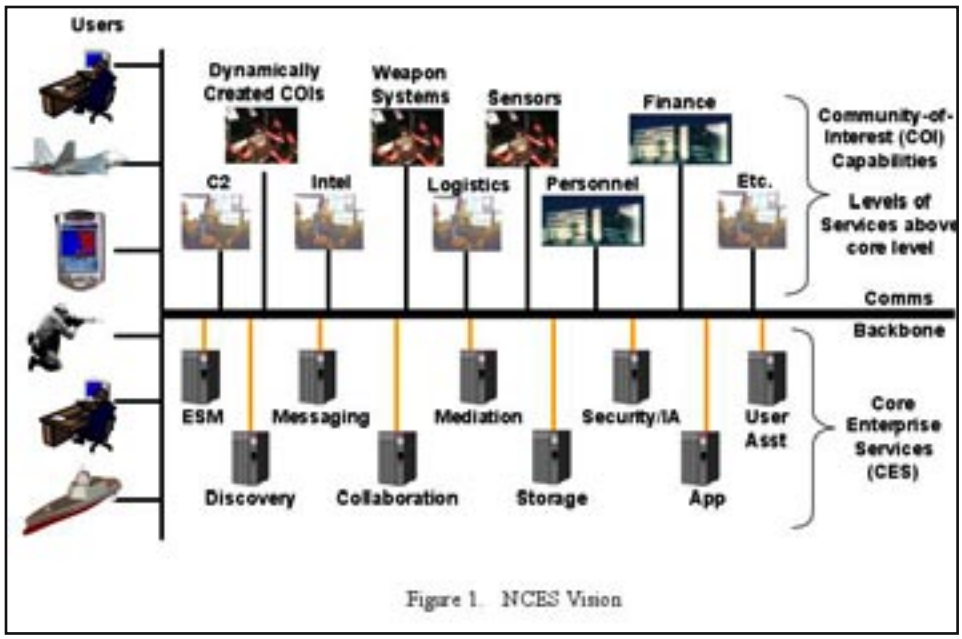

Figure 1. NCES Vision

- Collaboration. Allows users to jointly exploit selected capabilities on the network (e.g., chat, online meetings, work group software etc.).
- User Assistant. Automated "helper" capabilities that reduce effort required to perform manpower intensive tasks (e.g., "reference librarian" type functions).
- Security. Capabilities that address vulnerabilities in networks, services, capabilities or systems.
- Storage. Physical and virtual places to host data on the network with varying degrees of persistence (e.g., archiving, COOP, content staging).
- Application. Infrastructure to host and organize distributed on-line processing capabilities.

DISA's Role

Last year, DISA submitted a "Transformation Roadmap" in response to DoD Senior Executive Council (SEC) tasking and subsequent guidance from ASD(C3I) that users should be empowered to pull whatever information they require from any available network resource(s) with minimal latency to support any mission of the department. The roadmap identified major enhancements in networked capabilities required to achieve ASD(C3I) transformation goals.

In October 2002, DISA completed an initial NCES definition study that formed the basis of the NCES Program. ASD(C3I) initiated Integrating Integrated Product Teams (IIPT) to begin the "Milestone A" definition phase and refined the program element that will establish the funding baseline for the program. The NCES Overarching Integrated Program Team (OIPT) met Nov. 7, 2002, and approved the proposed "Milestone A" activities and schedule. A draft Acquisition Decision Memorandum (ADM) was also prepared for eventual signature by the ASD(C3I). The draft ADM assigns DISA the role of lead acquisition agency and states the conditions for NCES to successfully meet all "Milestone A" requirements for entry into the concept and technology development (CTD) phase as an acquisition category (ACAT)-IA project.

The Office of the Director, Program Analysis and Evaluation, completed guidance for the Analysis of Alternatives (AOA). DISA has established the AOA Test Working Integrated Product Team to assess the alternatives and provide a recommendation to the OIPT for approval and to support the "Milestone B" program decision. Joint Staff, OASD(C3I) and DISA coordination on the Operational Requirements Document is underway. DISA CIO certification and registration of NCES for Clinger-Cohen compliance will be completed by the end of November.

For more information, contact Robert Walker, (703) 882-1152, DSN 381.

Defense Spectrum Office: Supports Mission, Vision

DISA supports the DoD Spectrum Management Community through the Defense Spectrum Office (DSO) and the Joint Spectrum Center (JSC). DSO and JSC are two distinct organizations that work together. JSC is an operational field office of the DISA Principal Directorate for Operations that provides technical and engineering expertise to DoD. DSO, aligned under the DISA Director, is a policy-making and long-range strategy office, working in the international and national arenas to ensure that national security spectrum requirements are met.

DSO is the DoD Spectrum Strategic Planning Office and assists the Office of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (OASD(C3I)) in the development of spectrum policy and strategic planning. In addition, DSO chairs the Military Communications-Electronics Board (MCEB) frequency panel, coordinates joint spectrum actions in support of DoD "one voice" responses through the Interdepartment Radio Advisory Committee (IRAC) of the National Telecommunications and Information Administration (NTIA), and oversees DoD analytical support on spectrum matters.

JSC provides technical and analytical spectrum support to DoD and spectrum management automation tools to the military services, administers the DoD Electromagnetic Environmental Effects Program, and provides the combatant commands direct support on operational spectrum matters and issues.

DSO was transformed from the Office of Spectrum Analysis and Management (OSAM), through its charter signed by the Assistant Secretary of Defense (C3I), John P. Stenbit, on June 19, 2002. DSO was formed using OSAM resources, adding assets for an expanded mission focused on emerging spectrum technologies. This transformation provides the next progressive step in the development and execution of the DoD Spectrum Management Policy. The policy focuses on global access to the electromagnetic spectrum (EMS) for training and the execution of the operational and mission requirements of U.S. forces worldwide. DSO receives policy guidance and oversight from OASD(C3I) and direction on operational planning matters from the J-6 and Director, Joint Staff.

DSO provides planning, coordination, and execution of solutions for DoD spectrum matters. It coordinates analytical support, leads resolution of all joint spectrum management matters, and ensures consistent enforcement of spectrum management policy and procedures. DSO is responsible for the development of efficient spectrum management processes using advanced technology and spectrum management techniques. This work positions DoD to ensure global spectrum access through the 21st century.

DSO provides support on strategic issues associated with EMS and on policy issues associated with national and international spectrum access and allocation. DSO uses an innovative systems engineering approach, taking advantage of rapidly improved technology and decision-making processes to provide support to the DoD Spectrum Management Community. DSO capabilities include: analysis and expertise on DoD national and international issues associated with spectrum supportability and certification, allocation and efficient utilization of the EMS, and development and assessment of DoD perspectives with regards to all national and international telecommunications and EMS issues.

The DSO focus is on three strategic elements: national, international, and Emerging Spectrum Technology (EST). The scope of the national strategy is on the development and execution of realistic spectrum allocation and reallocation strategies that balance national security, public safety, and national economic opportunity. The international strategy includes DoD preparation for the International Telecommunication Union (ITU) World Radiocommunication Conference (WRC) that is derived from DoD policy linked to Joint Vision 2020. EST strategy will leverage commercial and defense technology and the integration of EST issues to national and international policy development and execution.

In 2001, the Office of the Deputy Assistant Secretary of Defense (DASD) for Spectrum, Space, Sensors and C3 (S3C3) was created. The DASD/S3C3, Steven Price, in articulating an overarching strategic direction to meet the department's current and future EMS challenges, outlined five core spectrum principles. The principles listed below map the DoD EMS management strategic plan developed by DSO.

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FIVE CORE PRINCIPLES

Spectrum is a vital national resource. DoD understands that its needs must be balanced with other national needs and, therefore, supports a U.S. spectrum policy that balances military and economic security.

Spectrum is a core enabler of what DoD does and is indispensable to national security. Therefore, DoD should not allow a lack of sufficient spectrum to be a constraint on the U.S. warfighter or on military capabilities.

DoD recognizes that it must be a good spectrum user. DoD must strive to be as efficient a spectrum user as it can be without jeopardizing mission effectiveness.

DoD commits to continue investing in new spectrum-efficient technologies. It will seek to use technology to alleviate DoD and the commercial sector's long-term needs for additional spectrum.

DoD commits to actively supporting U.S. policies and interests in international spectrum bodies and international and bilateral negotiations for spectrum allocation and use. To do this, DoD must ensure that the national process continues to yield positions that reflect the balance required between the public interest and commercial interests.

The DoD spectrum strategy will protect against and minimize encroachment on its access to the EMS, while preserving and maximizing operational effectiveness. The strategic plan maintains and builds upon the DoD vision of "assured access" for EMS necessary to operate in an increasingly more dynamic and competitive environment in the 21st century. DSO is working with the DoD spectrum management community to develop implementation plans for each of the objectives within the strategic plan.

NEAR-TERM GOALS

Since the accomplishment of the baseline Warfighter Spectrum Requirements Analysis (WSRA) study in 2000, there have been significant accelerated advancements in technology. Technology advancements have been complemented with far-reaching changes in service warfighting doctrine and planning, infrastructure, operations, and training. The events of 9/11 abruptly reminded us all that the role of the warfighter cannot be limited to overseas, but must include defense of the homeland and military support to civil authority.

More than ever before, the need to determine and manage spectrum, and to ensure spectrum access in support of potential homeland defense scenarios, is paramount. All spectrum prospective participants must be identified on a regional basis, prior to an unanticipated contingency, and well prior to potential conflicts.

These factors, examined together, promote an essential need to expand the previous WSRA to include the home front. The approach is an incremental process starting with the current WSRA, shifting from warfighting requirements overseas, to determining and analyzing both military and civil requirements in CONUS.

DSO is working through the MCEB frequency panel to identify and review spectrum-related DoD publications for revision. Several publications have been identified for revision; however, current efforts are focusing on the revision of DoDD 4650.1, "Management and Use of the Radio Frequency Spectrum," June 24, 1987. Additionally, DSO is involved in the revision of the DoD 5000 acquisition series publications to ensure spectrum planning is a key consideration in the concept and technical development/pre-systems acquisition of DoD systems.

DSO has established a Spectrum Supportability Program. The program approach responds to the need for closer engagement among the requirements, operations, acquisition, and spectrum management communities to ensure spectrum support for Net-Centric Warfare JV2020 enabling systems. The program goals include expanded and tangible processes and practices definitions, and integration and institutionalization within the Defense acquisition system in order to achieve spectrum supportability for spectrum-dependent systems. Spectrum supportability risks need to be identified and evaluated early, and appropriate design or mitigation techniques implemented before systems are in production.

These modified, changed, and potentially new spectrum supportability processes will extend beyond the current "binary" spectrum certification approval to provide the acquisition program manager with specific spectrum supportability counsel, criteria, and evaluation of risks and mitigation strategies. The new process is envisioned to provide a mechanism for building spectrum support items into the acquisition program baseline (APB).

A wide range of emerging technologies offers new challenges to the DoD spectrum management (SM) communities. Fundamental changes will be required in

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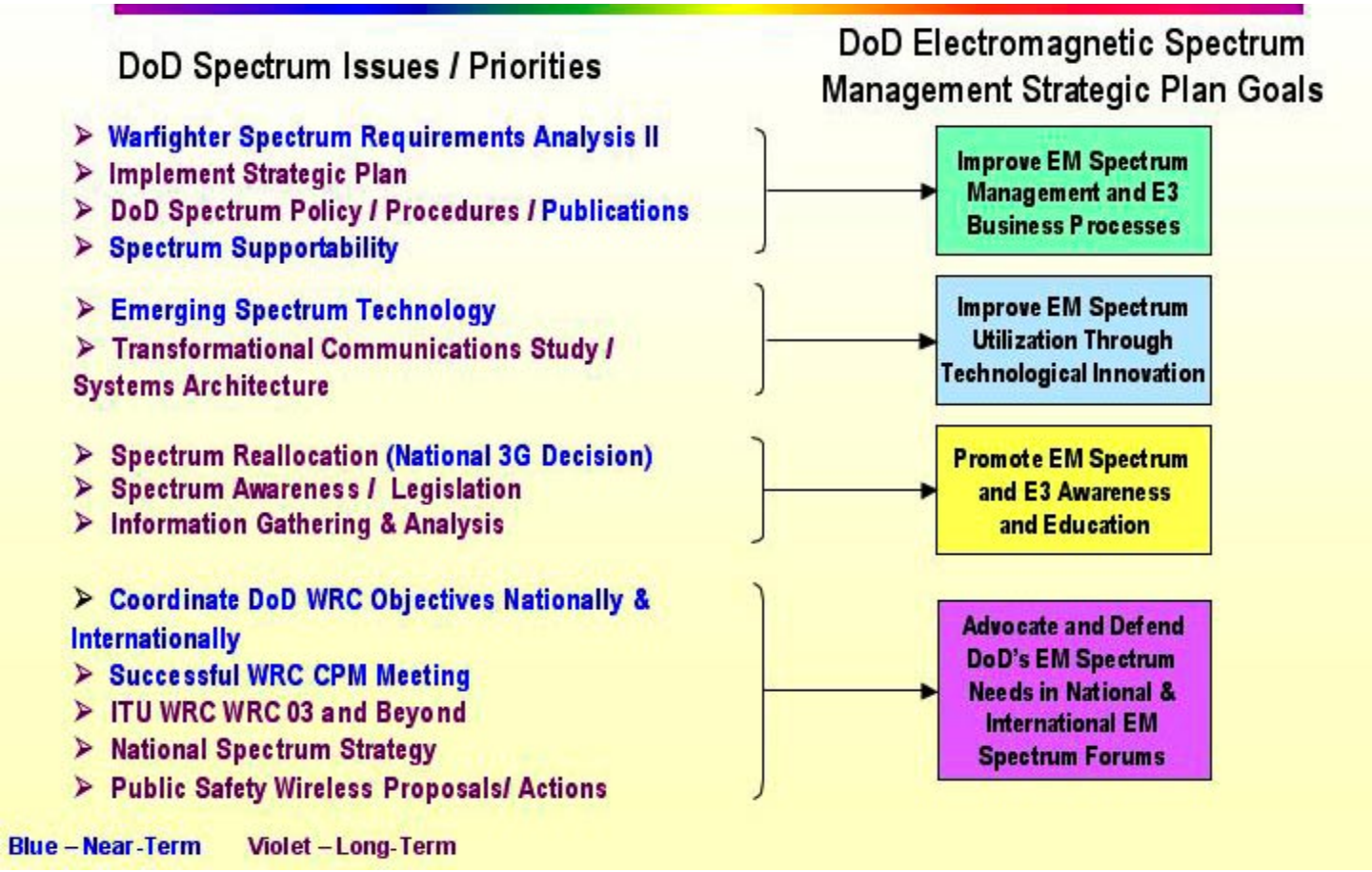
SPECTRUM, continued from page 7



the way the DoD obtains and utilizes its spectrum resources if it is to effectively employ technologies such as ultra-wideband (UWB) systems, software-defined radios (SDR), and adaptive waveforms.

DSO, through its emerging spectrum technology team, will pursue focused partnerships with other DoD agencies, federal agencies, private industry, and academia to facilitate current and future DoD spectrum initiatives, collaborative spectrum research and development opportunities, advocacy of new spectrum strategies, sponsorship of spectrum conferences, and technical information exchanges. The team will develop programs with other government entities to encompass a common national spectrum strategy, establish and promote new spectrum policies and standards through the use of new technologies, and develop future spectrum requirements for strategic homeland security and other national security areas.

The national decision for providing additional spectrum for the fielding of third generation cellular services was announced on July 23, 2002. Price endorsed DoD findings in the viability plan and acknowledged the active role of DoD throughout the intragovernment 3G planning group (IG3GPG) responsible for the development of the viability plan in a statement. DSO provided DoD input for this pivotal national spectrum decision.

The DSO team was involved from the development of the IG3GPG charter through the technical analysis and assessment process and final writing of the viability plan, which included the successful compromise options that resulted in a win-win solution for the country while supporting the needs of national security. DSO remains engaged in the implementation of the 3G-decision implementation planning for DoD and future government spectrum reallocation actions.

The DSO international team is working to ensure that DoD is well prepared to respond to international spectrum management issues. It proposes actions necessary to enhance DoD global access to the spectrum for the present and future. DSO is supporting the development of DoD and U.S. policy positions on spectrum engineering and management issues of importance within the international arena. Particular emphasis has been given to the preparation and execution for the World Radiocommunication Conference that will be held in June and conference preparatory meetings that were held in November 2002. This includes direct participation at International Telecommunication Union study groups and U.S. working party meetings, and the generation of appropriate technical reports and analyses.

Spectrum is a critical national security asset with significant international implications. DSO remains committed to enhancing outreach and advocacy efforts to influence, leverage, and promote DoD Joint Spectrum Vision for Assured Spectrum Access.

For more information, contact Rebecca Cowen-Hirsch, (703) 325-2567, DSN 221.

Photo by Barbara Farmer

Left to Right: Seated: Patrice Wilmot, Kim Schneider. Standing: Dave Rook, Sheila Ruble, Wayne Farmer (MHS PM), Liz Thornton, Tom Hazelwood, Pam Tate, Robert Palmer, Randall Sylvertooth, Brian Schaar, Nan Danziger, Kent Dixon. Not Pictured: Bob VanMeter, Bill Finigan, Hugh Schmidt, Doug Harding, Joe Sullivan

Health Affairs and DISA Partner for Success

The Office of the Assistant to the Secretary of Defense (Health Affairs), and DISA have joined in a partnership to substantially improve force health protection, prevention, access, and delivery of health care for military service members and their families. The partnership between these agencies, unrestrained by profit lines or increased revenue requirements, is key to DoD meeting its strategic health care goals for the 21st century.

The Military Health System (MHS) Program Executive Office (PEO) has the responsibility for oversight of existing and planned information systems through its various program offices. MHS PEO is partnering with DISA as the outsourcing provider of a broad spectrum of information technology (IT) services in the areas of implementation, application hosting, sustainment, and telecommunications infrastructure in support of its information systems.

MHS uses client-server architecture, centralized data servers, and hospital-based application servers for many of its applications. DISA provides varied services for these diverse MHS applications such as Clinical Health Care System II (CHCS II), TRICARE Online, Centralized Credentials Quality Assurance System (CCQAS), Expense Assignment System (EAS IV), Defense Medical Human Resource System (DMHRS) and others. The services required to deploy, operate, and sustain these different applications go beyond daily operations to include substantial value-added implementation planning, architecture, design, engineering, and analysis efforts.

One recent example of these value-added efforts was in support of CHCS II implementation. CHCS II is a major mission-critical MHS application that will be deployed to the field beginning this year. As an outgrowth of the original CHCS system, CHCS II meets the DoD requirement for a worldwide-integrated clinical information system to satisfy readiness requirements and provide quality health care services. High system availability and reliability are essential components of successful implementation. In support of CHCS II deployment, the MHS requested DISA to undertake an engineering study to provide recommendations that maximize system availability and performance and minimize costs.

To perform the study, DISA selected the nucleus of the systems engineering team from its Technical Integration Services (TIS), Applications Engineering (AP), and Computing Services (CS) Directorates. In keeping with the DISA and MHS partnership, this study became a collaborative effort to include additional functional and technical expertise from the MHS community. These additional participants were selected from the MHS Information Management (IM) office, Tri-Service Infrastructure Management Program Office (TIMPO), MHS Program Engineering Office (PEO), and Integic Corp., the CHCS II developer.

MHS had originally considered several types of implementation architectures for CHCS II. The solutions that were considered for maximizing availability and performance for each of these architectures did so only marginally and at great cost. MHS needed a better solution within a limited timeframe that was constrained by deployment schedule considerations.

To address this problem, the study group was divided into four unique components

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to accommodate study time constraints and to take advantage of each participant area of expertise. Each of the four study groups covered all aspects of their assignment to include user requirements, development, implementation, operations, system and network architecture, and program management. The co-chairs of the study merged the various reports into the final summary with specific recommendations.

The results of this DISA-led, collaborative effort were impressive. The collective group recommended specific alternate methods that would measurably increase CHCS II system availability and performance while reducing costs. Several of these recommendations are being incorporated into the CHCS II architecture.

This architecture analysis is just one example of the value-added capabilities DISA provides as part of the successful partnership with its MHS customer. It is a union that fosters collaboration, improved communications, and customer acceptance of recommended solutions. The study is one among several initiatives that illustrate how DISA and the MHS PEO, partnering for success, will meet and exceed the DoD strategic health care delivery goals of tomorrow. Note: To improve communications and better meet customer requirements, DISA Computing Services has established an MHS Program Office (CD 22) as a single POC to its MHS customer.

For more information, contact Kimberly Schneider, (703) 681-2132, DSN 761.

ISO 9001:2000 Registration for DISN CONUS Quality Management System

Official DISA photo.

Lt. Gen. Raduege, Director, DISA presenting DISA Plaque to Paul Burck, President, Orion Registrar, Inc. during registration ceremony.

DISA Defense Information System Network (DISN) CONUS Quality Management System (QMS) is now registered to the International Standard ISO 9001:2000 by Orion Registrar, Inc. "Registration to the ISO 9001 standard demonstrates our ability to enhance the warfighters' satisfaction while consistently providing products that meet their requirements," said DISA Director Lt. Gen. Harry D. Raduege, Jr. "Our warfighting customers can be assured that our processes are customer-focused, standardized, and consistent, to ensure repeatable, quality DISN services."

Orion is accredited for registration activities by the American National Standards Institute-Registrar Accreditation Board (ANSI/RAB) National Accreditation Program (NAP). The ANSI/RAB provides government oversight and is the U.S. representative to the International Organization for Standardization headquartered in Geneva, Switzerland. This organization includes a federation of approximately 140 national standards institutes. Currently, there are more than 400,000 registered QMSs within private and public sector organizations in at least 150 countries. DISA became one of the first DoD organizations to get ISO registration for a QMS of a major product or service.

DISA Network Services Directorate led the effort to develop and implement the QMS. DISN is the preeminent provider of information systems delivery support to the warfighters and senior leaders of DoD. DISA-registered DISN CONUS QMS supports all DISN services and networks including its Unclassified but Sensitive Internet Protocol Router Network (NIPRNet), Secret Internet Protocol Router Network (SIPRNet), Defense Switched Network (DSN), Defense Red Switch Network (DRSN), DISN Video Services, and DISN Transmission Networks. It also includes all DISN CONUS organizations in the National Capital Region and DISA Columbus, OH, and Scott Air Force Base, IL, facilities.

The ISO International Standards are process-oriented. The idea that processes and their interfaces should be subject to analysis and continuous improvement is the key conceptual basis for the ISO family of standards, and is the fundamental building block for a QMS. The basic philosophy is based on two cornerstones: minimizing variation and controlling processes, and continual process improvement.

"Registration to the ISO 9001 standard demonstrates our ability to enhance the warfighters satisfaction while consistently providing products that meet their requirements," said Lt. Gen. Raduege. "Our warfighting customers

ISO, continued on page 11

DISN ISO 9001:2000 Team accepting Certificate of Registration, DISA, DISN CONUS Quality Management System during registration ceremony; (Back left to right): Lt. Gen. Raduege, Director, DISA; Don Swanner, Artel, Inc., Lead Contractor; Hector Raymond, Lead Action Officer, NOC Columbus, OH; Paul Burck, President, Orion Registrar, Inc. (Front Left to Right): Jennifer Etheridge, Lead Action Officer, DISA CONUS, Scott AFB, IL; Betsy Turner, Division Chief, NS50, Project Manager; Darlene Jackson, Assistant Project Manager; Brenda Deforest, Action Officer.

Official DISA Photo

ISO, continued from page 10

can be assured that our processes are customer focused, standardized, and consistent, to ensure repeatable, quality DISN services." Lt. Gen. Raduege had tasked a process improvement initiative to implement a DISN QMS based on ISO 9001 International Standards and to seek ISO 9001 registration. The DISN CONUS QMS addressed all processes from requirements definition, planning for DISN services, engineering through the entire lifecycle management and other support processes to acquire, deploy and maintain the DISN. DISA plans to implement an ISO 9001 based DISN QMS in its European and Pacific theater facilities in the future.

In meeting the requirements of the ISO 9001, DISA had to demonstrate that it had documented all of its DISN CONUS critical business processes, followed the documented processes, measured performance of the processes, and had all of this verified by independent, external auditors.

For more information, contact Darlene Jackson, (703) 882-0218, DSN 381.

Announcing: Defense Information System Network

Service Level Agreement

YOU - DISA Customers talked, and we at DISA listened.

Providing a network Service Level Agreement (SLA) is action item #52 in Lt. Gen. Raduege's 500-Day Plan.

Action Description: Provide an SLA for each DISA network service.

Importance: (1) Allows customers to determine if DISA network services can meet application requirements. (2) Demonstrates DISA's commitment to its customers.

Description: The DISN SLA is general and serves as the foundation from which a tailored SLA--specific to individual customer needs, can be created. The SLA can be used for planning purposes to provide better service.

For more information on DISN Services:

Unclassified but Sensitive Internet Protocol Router Network (NIPRNet) and Secret Internet Protocol Router Network (SIPRNet)

NIPRNet PMO	(703) 882-0158	DSN 381-0158
SIPRNet PMO	(703) 882-0190	DSN 381-0190

Defense Red Switch Network (DRSN)	DRSN PMO	(703) 882-0353	DSN 381-0353
Defense Switched Network (DSN)	DSN Division	(703) 882-0301	DSN 381-0301
Video Services (DVS)	DVS Division	(703) 882-0620	DSN 381-0620
Transport Services Global Network Operation & Security Center (GNOSC)		(703) 607-4001	DSN 327-4001
ATM Services (DATMS) CONUS	DATMS PMO	(703) 882-0279	DSN 381-0279

Where to get a copy of the DISN SLA?
This document will be available at www.disa.mil/ns/

DISA Supports Special Operations Team During Operation Enduring Freedom

By Jim Ferstl, DISA Command Historian

Service to the warfighter is a constant theme for DISA employees. While some employees have day-to-day contact with warfighters or were warfighters in previous assignments, the vast majority do not get the chance to get up close. This changed recently when Reserve Air Force Tech. Sgt. Jim Hotaling briefed a packed auditorium about his assignment in Afghanistan as a combat controller.

After an introduction by DISA Director Air Force Lt. Gen. Harry D. Raduege, Jr., Tech. Sgt. Hotaling described nine missions with several joint, allied and coalition special operation teams supporting Operation Enduring Freedom, from November 2001 to April 2002.

Combat controllers are essentially a cross between a one-person, mobile control tower and a command, control, communications and intelligence boss. They live the motto: "First in–Last Out." Different missions took special operations teams he worked with from the desert country of southwest Afghanistan to the bitterly cold and snowy 10,000-foot peaks near the Pakistani border. He traveled by CH-53 helicopter, Range Rover, and by foot wearing snowshoes and cross-country skis depending on the terrain.

Tech. Sgt. Hotaling had a symbiotic relationship with his special operations team members. For some missions, he was the team's lifeline for close-in air support and aerial drop-off and recovery. For other missions, the team was his protector as they traveled on foot to high observation positions overlooking battlefields where he could direct precision ground strikes. They destroyed enemy facilities and caves, captured enemy troops, and gathered information.

All missions required endurance, courage, and high tech tools. Team exploits included:

* Operation Anaconda, a 14-day mission with five days' supply of food.

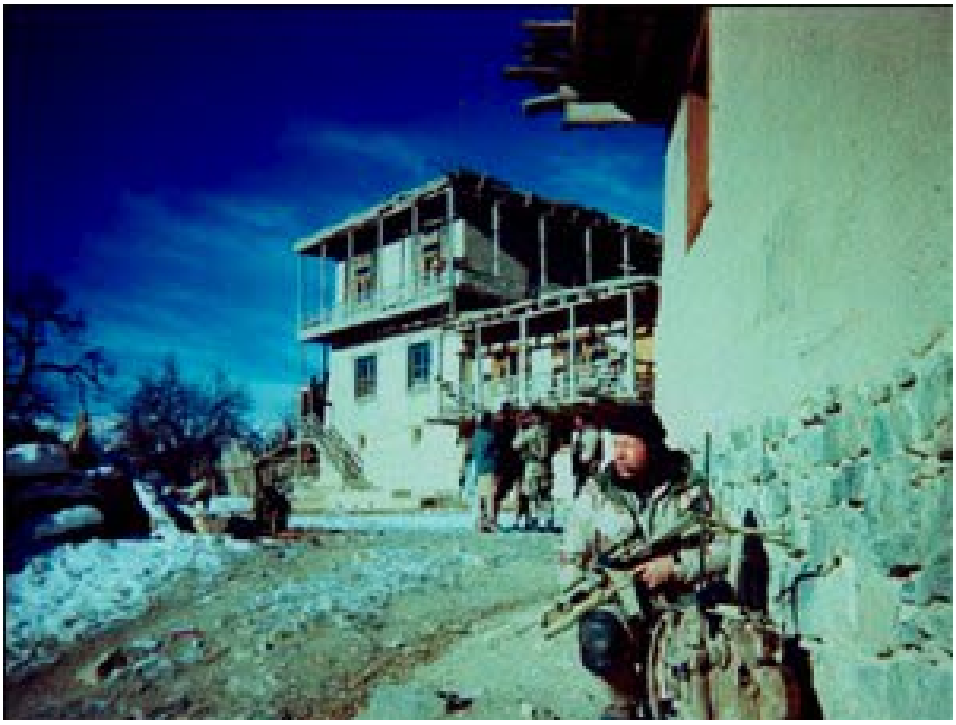
OPERATION ANACONDA - - Air Force Technical Sergeant Jim Hotaling (front row center) with the special operations team that provided security for him during Operation Anaconda. During this 14-day mission, after climbing to a ridgeline, Hotaling called in 250 close air support missions from B-52s, AC-130s, A-10's and F/A-18s.

* "March of death," a 2,300-foot climb in two and one-half days, averaging 100 yards (that's a football field!) an hour to an observation position. Rucksacks weighed as much as 140 pounds, with communications gear, 48 pounds of radio batteries, food, water, and personal items.
* Jumping out of a hovering helicopter onto a knife-edge ridge as the pilot backed the ramp up to the ridge.
* A daytime "forced march" with a 1,500 foot climb, covering three miles in six hours.
* Physically and mentally exhausting days and nights with little sleep while calling in a steady rain of precision bombing.

Constant companions were intelligence, surveillance and reconnaissance aircraft such as the EP-3 Aries and the RQ-1 Predator unmanned aerial vehicle. Higher was an array of military and commercial communication satellites, some in low earth orbit, others in geosynchronous orbit.

Tech. Sgt. Hotaling told of a B-52H Stratofortress that flew cover for them as the team escaped a valley where about 400 hostile villagers threatened action. When their egress was delayed until the next morning due to bad weather at the support base, he called in a low B-52 pass, enough to scatter the villagers without killing anyone.

One Predator story described a race against time as the team had to traverse enemy controlled territory en route to a



TACTICAL MISSION - - Air Force Technical Sergeant Jim Hotaling is on alert during a direct action mission against an enemy complex. The radio in his rucksack, an AN/PRC-117 multiband radio, was used to communicate directly with various aircraft and with the Tactical Operations Control Center via the Defense Satellite Communications System and Standardized Tactical Entry Points.

high vantage point. The Predator sent video back to a command center where the Predator driver radioed back specific guidance to Tech. Sgt. Hotaling: "No one behind that big boulder…that grove of trees is clear…next 100 feet clear…"

On another mission, the team was traveling in an all-terrain while being pursued by a well-armed enemy in pick-up trucks. An EP-3 flying overhead gave evasion advice, based on an image of the terrain ahead. Tech. Sgt. Hotaling called in an F/A-18 Hornet off the USS Stennis (CVN 74) to eliminate the problem.

After the briefing and a prolonged standing ovation, Lt. Gen. Raduege expressed his sincere thanks to Tech. Sgt. Hotaling. He stressed DISA's goal of support to the warfighter and how honored we were to have an extraordinary warfighter in our midst.

Some examples that can be derived from his presentation include:

* The interoperable AN/PRC-117 radio, which uses ultra-high frequency to link to military communications satellite and the Tactical Air Direction Net to coordinate air support.
* Linking communication satellites to the terrestrial portion of the Defense Information System Network (DISN) via DISA's Standardized Tactical Entry Points (STEP) all over the world.
* Predator video imaging is transmitted to DISA-provided communications satellites and rebroadcast via the Global Broadcast System.
* Applications that run on the Global Command and Control System (GCCS) allow those with a command and control function anywhere in the world to see on a variety of map overlays, exactly where Tech. Sgt. Hotaling was working his missions. Near real-time battle space information is available via Secret Internet Protocol Router Network (SIPRNet) to the desktop of tactical commanders.
* Orchestrating all aircraft (fighters, bombers, tankers, search and rescue, command and control) is the Air Tasking Order (ATO), an application of DISA's GCCS, that is available over the SIPRNet to air commanders, logisticians and aircrew members. The ATO directs flight altitudes, mid-air refueling rendezvous details (time, altitude, location), munitions, rules of engagement, targets, etc.
* Assigning transmission frequencies long before Tech. Sgt. Hotaling arrived in Afghanistan was DISA's Joint Spectrum Center's (JSC) job. The JSC assisted in tactical and strategic spectrum deconfliction, which meant that assigned military frequencies would not interfere with each other or other sources of radio frequencies.
* Providing a comprehensive view of the battlespace to tactical commanders at CENTCOM, MacDill AFB FL, was made possible by the robustness of the worldwide DISN and the applications running on the system: commanders' knowledge of Tech. Sgt. Hotaling's situation could not have been improved if the commanders were on the ground next to him. Data rate requirements exploded with the onset of Operation Enduring Freedom and DISA met the demand. Satellite communications' capacity was increased over 500%!
* Supplying the logistical needs of varying missions can be linked to Defense Enterprise Computing Center St. Louis and the DISA TRANSCOM Field Office. Together, they provide the computer and network engineering support for the Global Transportation Network, which is the command and control portion of the U.S. Transportation Command's vast transportation system. When Tech. Sgt. Hotaling needed clothes and equipment for different missions and weather extremes, he could find them in two huge shipping containers--thanks to U.S. TRANSCOM and DISA support.

Next Year's Customer Partnership Conference Dates March 2-4, 2004
Mark your calendars!

Name: Christine J. Hofaecker-Harsdorf
Office: Communication Services Branch (AQE11)
Duty Title: Account Manager
Recognition: 2002 Sustained Superior Performance Award
Length of Service with DISA/DITCO-Europe: 14 years
Hometown: Kaiserslautern, Germany
Hofaecker-Harsdorf provides life-cycle contracting and processing support for commercial DoD telecommunication requirements within Europe, the Middle East, and Africa. She provides timely service during times of peace, war, and for exercises. She likes working in an international environment, dealing with U.S. Military and DoD organizations and commercial vendors around the globe. She also likes the variety of daily activities, including challenges in administration, contracting procedures, and billing and accounting areas. Direct feedback on accomplishing the job and mission success are important to her. She finds particularly exciting the rapid changes in information technology during the last 10 years and the direct impact of all the changes to worldwide situations related to her daily work.

DITCO-Europe Recognized for Dedicated Team Support

By Gerry Jordan, AQE

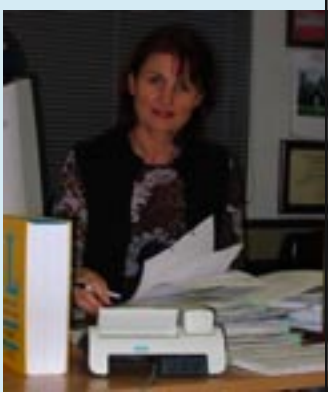
Central to the warfighter's success in Europe, Africa, the Middle East, and Southwest Asia, the Defense Information Technology Contracting Organization (DITCO)-Europe is vital in providing reliable, secure and best-value information services. Its mission is to establish and administer commercial communication services for DoD and other critical U.S. Government customers.

DITCO-Europe is located at Sembach Air Base, Germany, and comes under the Director for Acquisition, Logistics, and Facilities. Lt. Col. Kenneth W. Singleton commands DITCO-Europe. It is comprised of a procurement division, financial management office, and mission support office. Recent additions to DITCO-Europe include an operating location chief in Bahrain and a DISA-Europe liaison officer at Headquarters U.S. European Command in Stuttgart, Germany.

Dedicated professionals are the valuable resource at DITCO-Europe. The multinational team is comprised of two U.S. military members, nine U.S. civilians, and 10 German nationals. The DITCO-Europe workforce allows this small organization to be big on customer service and customer satisfaction. In that spirit, DITCO-Europe takes pride in highlighting two of its exceptional team members.

Mayer and Hofaecker-Harsdorf are two prime examples of DITCO-Europe's sincere commitment to the success of soldiers, sailors, airmen and marines deployed to the European theater.

Name: Christel Mayer
Office: Information Technology Contracting Branch (AQE12)
Duty Title: Contracting Officer
Recognition: DISA-Europe Commander's Coin for support in the procurement and implementation of Internet access services at Capodichino, Italy; Heidelberg, Germany; and Croughton, United Kingdom.
Length of service with DISA/DITCO-Europe: 32 years
Hometown: Kaiserslautern, Germany
Mayer contracts for commercial telecommunication and computer technology products and services. She likes building the cooperation between industry and military customers. One of her most recent challenging experiences was the acquisition of satellite gateway services for the Navy Space and Warfare Command.



Senior Leader Changes at DISA

Tony Montemarano, the principal director for Network Services (NS) at DISA, has been selected to be the Program Director for the Global Information Grid-Bandwidth Expansion (GIG-BE) Initiative. As the program director, he will be responsible for overall program performance and will provide guidance and direction to the program manager for the implementation of this net-centric transformational initiative in late 2003. The GIG-BE will be a secure, robust, optical terrestrial network that delivers very high speed classified and unclassified Internet Protocol services to key locations worldwide.

Brigadier General (S) Steve Lanning, U.S. Air Force, replaces Tony Montemarano as the principal director for NS. He will continue the work NS has been doing in support of our warfighters. Brig Gen (S) Lanning will work closely with Mr. Montemarano to implement the GIG-BE program. This will include enhancing the current end-to-end information transport system, the Defense Information System Network, by significantly expanding bandwidth and physical diversity to select locations worldwide.

Dawn Meyerriecks, DISA's Chief Technology Officer, has been tapped to lead the Net-Centric Enterprise Services (NCES) initiative, which is designed to provide cutting-edge, web-based, networked applications to the DoD. Her challenge, as the director for NCES and Chief Technology Officer, will be to develop and field capabilities that will change the way warfighters receive and process information today. Meyerriecks will work closely with Diann McCoy, principal director for Applications Engineering, and a special team to create those capabilities. This joint team will lead to an NCES that provides the warfighters with the tools they require to quickly leverage community of interest data producers and pull the mission-tailored information they require from anywhere in the network environment.

Global Command and Control System-Joint Continues to Support the Joint Warfighter

As the DoD joint command and control (C2) system of record, GCCS-J continues to provide critical warfighting functionality in support of Operation Enduring Freedom. Through a collaborative partnership among DISA, the Joint Staff, the National Security Agency (NSA), the military services, and agency executive agents, two spiral and two emergent releases [GCCS-J v3.5.0, v3.5.1, v3.6.0, and v3.6.1] were integrated, tested, and released in the last five months. Each release featured new functional capabilities to support evolving user requirements, as well as an adaptable and constantly improving client/server architecture using commercial hardware and software, open systems standards, government-developed military planning software, web technology, and office automation.

GCCS-J v3.5.0, approved for global release in December 2002, features enhancements to the Global Combat Support System (combatant command/joint task force) [GCSS (CC/JTF)] mission application. GCSS (CC/JTF) provides better visibility of combat support information and greater availability to additional transportation, fuel, ammunition, and personnel data. Additional enhancements were made to the common operational picture (COP) for synchronization of intelligence databases to enable decision making with latest information available, reduction in track fragmentation through corrections to automatic association, and dynamic reconnection to theatre ballistic missile defense (TBMD) data sources. Improvements to the underlying core infrastructure increased system security and stability.

GCCS-J v3.5.1, released simultaneously with v3.5.0, implemented a new query requested by U.S. Central Command (CENTCOM) in support of Operation Enduring Freedom and upgraded the COP to synchronize with the newly delivered GCSS (CC/JTF) mission application.

GCCS-J v3.6.0, which was approved for global release in January, featured significant enhancements to key intelligence functionality used by CENTCOM in support of Operation Enduring Freedom. CENTCOM requested acceleration of v3.6.0 originally projected for global release this May.

Supporting the Joint Warfighter

The GCCS-J program management office, in coordination with the Joint Staff, NSA, the Joint Interoperability Test Command (JITC), and the Joint Deployable Intelligence Support System Joint Program Office (JDISS JPO), accelerated integration and testing of critical intelligence functionality in v3.6.0 for global release by four months. GCCS-J v3.6.0 included enhancements to the integrated imagery and intelligence (I3), providing significant upgrades for seamless integration with new imagery and intelligence applications including:

- Improved Many-on-Many (IMOM), a computerized electronic warfare simulation tool providing a 2-D graphic oriented, user-interactive program to aid mission planning and intelligence preparation of the battlespace (IPB) analysis;
- Joint Targeting Toolbox (JTT), a standardized and scalable set of targeting tools to manage/produce target data and target driven products;
- Joint threat analysis tool/global templating toolkit (JTAT/GTT), a terrain analysis tool for generating terrain suitability and other tactical decision aids based on military aspects of terrain; aiding in identifying, assessing, and estimating the adversary's battlespace center of gravity, critical vulnerabilities, capabilities, limitations, intentions, most likely course of actions (COA) and COA most dangerous to friendly forces;
- Collection Management Mission Application (CMMA), a collection asset management tool which automates the generation and registration of intelligence requirements, fuses validated requirements into all-source collection plans, synchronizes collection plans with combat operations, monitors execution of collection plans through tasking, provides near real-time assessment of execution effectiveness, and enables rapid modification of collection plans based on assessment findings. GCCS-J v3.6.0 also modernized the personal computer (PC) client with the migration to Windows 2000.

GCCS-J v3.6.1, released simultaneously with v3.6.0, improved the overall security of the system by responding to an information assurance vulnerability alert (IAVA) notice.

The GCCS-J program managers recognize strong operational needs and make providing enhanced joint C2 functionality a priority. GCCS-J provides our primary customer, the joint warfighter, with critical C2 capabilities essential for mission success during Operation Enduring Freedom. GCCS-J remains the warfighters' joint C2 system of choice for the 21st century.

For more information, contact Pamela Smith, (703) 882-1052, DSN 381.

DISA Customers: Year In Review

DISA/DLA: A Partnership

DISA has a longstanding working relationship with many agencies and wants to do whatever it takes to support its customers' success in accomplishing their missions. One example of customer support is reflected in DISA's work with Defense Logistics Agency (DLA) to implement the Enterprise Telecommunications Network (ETN).

The ETN is a community of interest network (COIN) that supports DLA HQ and numerous field activities by a combination of asynchronous transfer mode (ATM), unclassified but sensitive internet protocol router network (NIPRNet), and point to point circuits. ETN is DLA's number one telecommunications priority and will be the foundation for their next generation of information technology platforms. Several organizations within DISA are working closely with DLA to ensure successful implementation of this critical program, including Network Services, Strategic Plans, Programming and Policy, Defense Information Technology Contracting Organization (DITCO), and Customer Advocacy. In commitment to this partnership, DLA and DISA conduct regular action officer meetings to facilitate the implementation of ETN.

Network Services works in cooperation with Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD/C3I) representatives to ensure that customers' circuits meet the security policies and actions necessary for full accreditation. Not only has this been beneficial for the customer, it has assisted DoD by limiting our network vulnerabilities.

Another project that has reflected DISA's support of its customers is the Computing Services (CS) demilitarized zone (DMZ) initiative. In the summer of 2001 when the Code Red Worm Virus hit, the decision was made to close internet access to the *.mil* domain. This had a debilitating impact on the ability of several combat support agencies to support the warfighter via their commercial partners. In order to prevent this from occurring again, CS proposed establishing a DMZ that could remain open in the event of another virus. DLA, among other customers, has transitioned a number of critical applications to the DMZ with phenomenal success.

For additional information, contact
JoMarie Coburn, (703) 882-0711, DSN 381.

DISA Supports Army

DISA continues to foster its strategic partnership with the Army by supporting the Army's transformation to a knowledge-centric institution. Army Knowledge Online (AKO) and the logistics modernization program (LMP) are two examples of the vital components of that transformation.

DISA's Network Services Directorate has worked closely with the Army's Chief Technology Office, which is responsible for AKO, to enhance the performance of AKO by identifying network bottlenecks, and developing an enterprise architecture that ensures soldiers enjoy reliable, secure AKO access anywhere, anytime. DISA understands this web-based portal provides the Army with a one-stop repository for all medical, administrative, financial, and general Army information and that it must be readily available to soldiers worldwide.

Army leadership has directed that the National Guard Network and the Army Reserve Network be fully integrated into the Defense Information System Network (DISN) which will enable the Army to operate and maintain one Army enterprise network. Network Services and Computing Services Directorates have been working with the Army Enterprise Infostructure Transport Reengineering Working Group (AEIT-RWG) and other Army Enterprise stakeholders to develop courses of actions to accomplish the tasks associated with this monumental effort. The goal is for the "one Army" (Active, Reserve, and Guard) to operate within "one network." This will greatly enhance the Army's ability to share, exchange, and move information among its components thereby facilitating knowledge management.

Major General James C. Hylton
Commanding General, United States Army
Network Enterprise, Technology Command

DISA will continue to support this Army effort by incorporating the Army enterprise into the DoD enterprise.

The LMP is another key component in the Army's transformation. The LMP will make Army logistics more responsive, deployable, agile, versatile, lethal, survivable, and sustainable. This transition requires the Army to exploit technology, eliminate activities that do not add value, and develop processes that result in sound and timely decision making. The LMP solution will provide an integrated logistics management capability that enables total asset visibility; velocity management; enhanced decision support; a collaborative planning environment; a single, actionable source of data; improved logistics forecasting accuracy; and real-time, easy access to enterprise wide information. DISA has worked closely with the LMP program office to develop network solutions that satisfy their requirements, help reduce costs,

ARMY, continued on page 17

ARMY, continued from page 16

and provide a seamless migration from mainframe legacy systems.

These are but a few of the programs where DISA has teamed with the Army to ensure they receive the best valued information technology services available. Security, performance, and interoperability are built into the IT service solution DISA provides and that's what makes them the best value. DISA will continue to support the Army's transformation as these and many more DISN services continue to build the DoD enterprise solution that supports the needs of the warfighters.

For more information, contact Army Lt. Col. Eli Hobbs, (703) 882-2175, DSN 381.

DISA Supports Marines

DISA continues to play a pivotal role in supporting the Marine Corps' C4 community by maintaining contact with key personnel within Marine Corps headquarters and subordinate Marine commands in garrison and deployed. DISA will continue to build upon and support the Marine Corps' efforts in technological advancements and communications.

Brigadier General Thomas is the Director for Command, Control, Communications, and Computers (C4) for the United States Marine Corps, the Chief Information Officer (CIO) of the Marine Corps and Commander of the Marine Corps component to the Joint Task Force for Computer Network Operations.

The Director for Command, Control, Communications, and Computers (C4) Marine Corps Chief Information Officer (CIO) is responsible for planning, directing, coordinating, and overseeing C4 and information technology (IT) capabilities that support the warfighting functions. The C4 department is composed of three directorates: Network Plans and Policy, Strategic Planning, Resource and Operations Management, and the Marine Information Technology and Network Operations Center based at Quantico, VA.

Annually, the C4 department develops a list of activities that provides pertinent information for the C4 community. Below is a list of some of the items that are of concern or interest to DISA:

* Global Information Grid Bandwidth Expansion (GIG-BE) to major Marine Corps installations: GIG-BE is the number one Marine Corps-DISA IT priority. It will provide unprecedented bandwidth to operating forces and permit intelligence, surveillance, and reconnaissance assets to be interconnected by increasingly available fiber optics to align with the military services' infrastructure connectivity requirements.
* Teleport Program: The C4 department refreshed Teleport requirements in support of deployed Marine operating forces identifying requirements for the Teleport program's generation two and late generation one installations. In addition to the commercial satellite communications (SATCOM) bands that will be available in early generation one, the Marine Corps identified requirements for extreme high frequency (EHF) Defense Information System Network (DISN) access, ultra high frequency (UHF) and international maritime satellite organization (INMARSAT) Teleport access.
* Information technology management civilian community of interest (ITM COI): The Commandant of the Marine Corps established a community of interest for Marine ITM civilians. The ITM COI will consist of 15 civilian occupational fields and more than 1000 civilians. Managed by a dedicated, full-time employee, the ITM COI will require setting a community vision and plan, establishing policies to foster retention, developing consistent training requirements, and initiating a distinct career development path.
* Marine Corps gets computers from Dell for Navy Marine Corps Intranet (NMCI): The Marine Corps selected the Dell Computer Corp. to provide 60,000 new notebook and desktop computers. "The Enterprise Sustainment Initiative was put in place to give the Marine Corps a seamless transition to NMCI systems," said Lt. Col. Matthew Ochs, NMCI deputy program manager. Many of the Dell computer notebooks will be used by Marine Corps combat troops, replacing the older, outdated systems.
* Common Access Card (CAC): The Director C4/CIO has been designated the functional manager for the USMC CAC and has entered into an agreement with the DoD Access Card Office to control and distribute all funding associated with the CAC. CAC employs smart card technology and is currently being used for physical access control. CAC will provide active duty Marines, selected reserves, civilian employees, and contractors access to their computer terminals through Public Key Infrastructure (PKI) certificates that are on the CAC.

For more information, contact Marine Lt. Col. Cliff McCullough, (703) 882-2174, DSN 381.

DISA Supports the Navy

On May 1, 2002, the Navy established the Naval Network Warfare Command (NNWC) at Naval Amphibious Base, Little Creek, Norfolk, VA, to act as the Navy's central authority for space services, information technology, and network and information operations in support of naval forces afloat and ashore. DISA and NNWC

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NAVY, continued from page 17

are working together to develop a long and lasting partnership.

The Navy is also activating the Naval Circuit Management Office (NCMO) Program. The NCMO is an expansion of the NNWC commercial long-haul telecommunications branch, the central office for acquiring and managing all long-haul telecommunications resources and assets worldwide (circuit and network requirements), and the central telecommunications problem resolution office for commercial naval network infrastructures.

The Navy continues to make substantial progress toward implementation of the Navy and Marine Corps Intranet (NMCI). At least three commands are completed or working: Space and Naval Warfare Systems Command (SPAWAR), Naval Air Systems Command (NAVAIR), and Combatant Commander Atlantic Fleet. The Marine Corps has done particularly well in the reduction of applications--having reduced to less than 340. Naval Facilities Engineering Command is reporting a 97 percent reduction. The next major challenge for NNWC is the remediation or removal of applications that fall against the NMCI security standard.

The DISA/Navy team has made substantial progress in implementing these and other projects throughout the year, and it is a lasting partnership that seeks to fulfill the mission of both organizations.

For more information, contact Marine Lt. Col. Cliff McCullough, (703) 882-2174, DSN 381.

Official DoD Photo

Official DoD Photo

"Close the seams in the 'Kill Chain' between Find, Fix, Track, Target, Engage, and Assess by integration of manned, unmanned, and space systems" Lt. Gen. Leslie Kenne on the Mission of Warfighting Integration.

DISA Supports Air Force

In 2002, DISA became closely involved with integration of air, space and information operations Command and Control, Intelligence, Surveillance, and Reconnaissance (C2ISR) by assisting with the Air Force Infostructure development. Air Force Chief of Staff, General John Jumper stated, "I've talked about it (integration) before, and I will talk about it again. We will get it right."

Air Force Infostructure is the integration of computers, communications equipment, software, and related procedures, services, personnel, and other resources used in the acquisition, management, display, or interchange of data and information in any format supporting IT or national security systems. Integration of the Air Force Infostructure into the Defense Information System Network (DISN) is a high DISA priority in support of the Air Force in the war on terrorism and homeland defense.

The Air Force Infostructure is essential in meeting the measures of effectiveness outlined in the Transformational Communications Study, the Air Force's Task Force Concepts of Operations, and Deputy Chief of Staff for Warfighting Integration recommendations. DISA will "forge an iron link" between Air Force Infostructure and DISA products and services. To achieve this important goal, DISA customer advocates are working with the Air Force to raise awareness of DISA products and services.

DISA is integral to the Air Force capability planning chain: The four tenets of Air Force transformation--capabilities-based, effects-based, transformational, and integration--have become a part of DISA's vocabulary.

AIR FORCE, continued

For more information, contact Air Force Lt. Col. Filemon Manansala (703) 882-2173, DSN 381.

DISA Supports Department of Homeland Security

On Nov. 25, 2002, President Bush signed a bill that put into motion the largest government reorganization since World War II. Tom Ridge was sworn in as the first Secretary of the Department of Homeland Security (DHS) on Jan. 24, 2003. Navy Secretary Gordon England was selected to be Secretary Ridge's deputy; Drug Enforcement Agency head, Asa Hutchinson, was appointed Undersecretary of Border and Transportation Security; and Steve Cooper was confirmed as the Chief Information Officer (CIO).

The DHS bill merged 22 agencies into a single, massive conglomerate. At its outset, DHS will be more than 170,000 strong. It is expected to take several months to get it off the ground, and the Government Accounting Office says that it will take several years to fully integrate and reorganize the agencies.

As part of this governmental reorganization,

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XI will enable Machine-to-Machine linkage to permit information to flow among sensors, decision-makers, and shooters so that actions do not have to be sequential in nature. Theoretically, the combatant commander, the shooters, get the information they need simultaneously.

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DISA's partner organization, the National Communications System (NCS), rolled under DHS on March 1. Lt. Gen. Raduege relinquished his dual-hat responsibility as manager of NCS. DISA and NCS will remain committed to the synergy that our organizations have created over the past 40 years.

The mission of DHS is to deter terrorist attacks on the U.S. and to assist in post-attack response and recovery. The department is organizing four divisions: Border and Transportation Security; Chemical, Biological, and Nuclear Countermeasures; Emergency Preparedness and Response; and Information Analysis and Infrastructure Protection.

DISA's Principal Directorate for Customer Advocacy (CA) became engaged in activities surrounding the Department's organization before President Bush announced the formation of such an agency to be at the top of his list of priorities. The following are a few examples of DISA CA accomplishments in supporting DHS:

Pat Faver, principal director for CA, hosted Robert Shepherd and Lee Holcomb, senior leaders from the (then) Office of Homeland Security CIO's office, for a visit to DISA HQ. They received briefings on DISA products, programs, and capabilities.

In addition, CA facilitated outreach meetings with the DoD Homeland Security task force. DISA capabilities were briefed, discussed, and analyzed for potential use by DHS. As a result, DISA's Interoperability Directorate submitted a proposal to provide interoperability evaluation and certification support, as well as to serve as the head of a federated operational test and evaluation center for DHS. DISA's Principal Directorate for Operations briefed the capabilities of the anti-drug network (ADNET) for potential use by DHS.

The administration will publish an enterprise architecture plan for the merging agencies that will have border control responsibilities. The agencies included are Immigration and Naturalization Service, Customs Service, part of the Animal and Plant Health Inspection Service, Coast Guard, Federal Protective Service, and Transportation Security Administration. The plan will serve as a guide for decisions on investing funds for backbone technologies for the new agency.

DISA will support DHS by providing network solutions that meet the department's requirements for performance, security, interoperability, and cost effectiveness.

For more information, contact Bob Linthicum (703) 882-1932, DSN 381.

Former DCA Director Dies

Retired Air Force Lieutenant General Winston D. Powers, former Director of the Defense Communications Agency (DCA) and Manager of the National Communications System (NCS), died Feb. 5.

General Powers served as the eighth director of DCA (now DISA) from September 1983 to May 1987. He managed and directed the worldwide Defense Communications System, which included the Worldwide Military Command and Control System. He began his military career at age 19 when he enlisted in the U.S. Air Force in November 1950. During his 37-year military career, he held various positions, from navigator instructor to communications engineer.

He was born in 1930 in Manhattan, NY. He received a Bachelor of Arts degree from McKendree College, Lebanon, IL; attended graduate school at George Washington University, Washington, DC; and completed the Industrial College of the Armed Forces, Fort Lesley J. McNair, also in Washington, DC.

Prior to serving as director of DCA, Powers was Chief of the Systems Integration Office, Headquarters Aerospace Defense Center, and then took command of the Space Communications Division at Peterson Air Force Base, CO. He was also a master navigator with more than 4,000 flying hours.

General Powers' military decorations and awards include the Distinguished Service Medal; Legion of Merit; Meritorious Service Medal, with two oak leaf clusters; Air Medal, with oak leaf cluster; Air Force Commendation Medal; Presidential Unit Citation; and the Air Force Outstanding Unit Award Ribbon with "V" device.

General Powers is survived by his wife, Jeanette (Wyche) Powers; his daughter, Diane (Powers) Nock; his son, Air Force Lieutenant Colonel Winston David Powers; and two grandchildren, Robert Nock and Dana Powers.

Air Force Lieutenant General Winston D. Powers

Funeral services were held Tuesday, Feb. 25 at Fort Myer, VA., and internment was at the Arlington National Cemetery.

Next Year's Customer Partnership Conference Dates

March 2-4, 2004

Mark your calendars!

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